

# RESUME

NAME: JOHN K. EGBERT, P.E.

EDUCATION: Master of Science – Civil Engineering  
Stanford University – 1964

Bachelor of Science – Civil Engineering  
University of California, Berkeley – 1963

PROFESSIONAL STATUS:

Registered Professional Engineer  
Oregon, Certificate No. 7076 (Retired)  
Washington, Certificate No. 13649  
CA Class "A" Contractors License #503740 (Retired)

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TEACHING EXPERIENCE:

August 2007 to May 2010  
Department of Construction Management  
CSU Chico  
Chico, CA  
Lecturer: Soils Engineering & Soils Labs  
Heavy Construction Estimating  
Strength of Materials

PROFESSIONAL EXPERIENCE INCLUDING MAJOR PROJECTS:

- I. June 1996 to September 2007  
NORDIC INDUSTRIES, INC. (Nordic)  
Vice-President – Operations  
  
Nordic is a major rock supplier in Northern CA supplying and placing riprap and other rock products from its own quarries. Nordic, also a general contractor, is experienced in levee construction including the installation of SCB slurry walls. Nordic, in an environmentally sensitive project, removed Clear Creek Dam near Redding CA. Nordic had continual IDIQ contracts requiring emergency flood fighting response.
- II. January 1987 to May 1996  
GIBBONS & REED COMPANY (G&R)

1111 Brickyard Road  
Salt Lake City, Utah  
Vice President and General Manager  
Heavy-Highway Division

G&R constructed Smith and Moorehouse Dam,  
an earth and rockfill dam, near Kamas, UT.

III. February 1981 to January 1987  
RIEDEL RESOURCES, INC. (Riedel)  
4555 No. Channel Avenue  
Portland, Oregon

A. President  
Roadway Constructors Corp.

B. Group Vice President  
Western Pacific Dredging Co.  
Division of Riedel International, Inc.

Riedel repaired the structural failure of the riverside  
lock wall at the John Day Dam. This involved  
precision drilling 10-inch diameter holes through the  
lock wall concrete into solid rock underlying the lock.  
Subsequently, tendons were installed and post  
tensioned to 2,200 tons.

There were 95 drill holes 180 feet deep (+/-).  
Major concrete repairs were required to the lock wall  
and to the floor of the lock chamber.  
I was the Estimator and on-site Project Manager.

Itaipu Dam: Parana River, Brazil and Paraguay.  
Riedel did several projects at Itaipu.  
I was involved in estimates, contract negotiations and  
trips to Brazil but not daily management.

Nassariah, Iraq: Channel dredging.  
Riedel was a subcontractor to Mendes JR.; the prime  
Contractor at Itaipu. I estimated, negotiated and actively  
managed this contract. The on site PM reported to me  
and I traveled to Iraq often.

IV. April 1977 to June 1980  
E.R. FEGERT, INC.  
Othello, Washington  
General Construction and Engineering Manager

V. 1964 to April 1977  
GIBBONS & REED COMPANY  
Northwest Division  
Portland, Oregon  
Assistant Division Manager  
Division Engineer and Chief Estimator

John Day Dam: Several Highway and Railroad  
Relocation projects.

Mossyrock Dam: SW Washington.  
Downstream channel alignment and rock slope  
protection.

Grand Coulee Dam: Third Power Plant Construction.

1. Drill, blast and excavate left abutment concrete from inside a dam gallery.
2. Drill, blast and excavate 30 foot tunnel through granite on a 3:1 slope at the left abutment.
3. Saw cut and remove massive slabs of existing wall concrete from within the existing left power plant.
4. Produce, haul and place rock slope protection downstream on the left abutment; rock size 5,000 lb. plus.

Lower Monumental Dam (Snake River):  
Fields Gulch drainage tunnel and rock slope protection.

Ririe Dam (Idaho):  
Earth and Rockfill Dam.  
150 ft. high concrete Intake Tower with mechanical  
slide gates and stop logs.  
Two span prestressed beam bridge from left abutment  
to access the Intake Tower.  
Drilled, blasted and excavated vesicular basalt for the  
overflow spillway.  
Concrete lining was placed over the base and walls.  
A concrete ogee structure was built incorporating  
steel radial gates to control lake level and flow.

Due to major differing site conditions resulting in significant change orders, I was assigned to the project site full time to handle the change orders, engineering and project management.

Stadium Freeway; I-405 through downtown Portland.  
This project included 19 bridge structures and 55 retaining walls (100,000 CY of concrete) in 0.9 miles.

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## ADDENDUM TO RESUME

JOHN K. EGBERT

Vice President and General Manager  
Heavy Highway Division  
Gibbons and Reed Company  
Salt Lake City, Utah

### OVERVIEW

I was Vice President and General Manager of the Heavy-Highway Division (HHD), as well as an Officer and Director of Gibbons and Reed Company, from January 1987 through May 1996. I reported directly to the President.

The HHD operated as a profit center and had its own pool of equipment. I had full responsibility for all estimating, engineering, contract administration, construction operations and equipment operations for the division. A management team comprised of a Chief Estimator/Engineer, an Operations Manager, a General Equipment Manager, and an Office Manager reported to me and together we handled all activities of the HHD. In addition, our Arizona Area Manager reported to me and worked closely with this management team.

The Heavy-Highway Division performed virtually all types of heavy and industrial construction work including, but not limited to, earthwork, rock excavation, open pit mining, concrete structures, all types and sizes of underground pipe, surfacing including crushing and paving, environmental remediation and occasional mechanical work. We did not perform commercial building or residential construction except for civil site work. We worked for both public and private clients in the following states: California, Nevada, Arizona, Utah, Idaho, Wyoming, Colorado and New Mexico.

The HHD was headquartered in Salt Lake City, Utah and had an area office in Tempe, Arizona.

Gibbons and Reed Company was purchased by Granite Construction Incorporated in 1995.

### ESTIMATING

I had hands on involvement in all estimates prepared by the HHD. My involvements included the following:

- Review of contract documents, site visits, pre-bid meetings and site investigations

- Input during estimate preparation regarding methods, productions, equipment and schedule
- Bid reviews – these were extensive and involved a page-by-page review of the estimate

Subsequent to the final bid review, the Chief Estimator, the President and myself meet to finalize the bid. This meeting included an equipment analysis, allocation of division overhead, analysis of risks and/or contingencies and established the bid profit.

I signed all bids, proposals, and drafted proposal letters when private clients were involved.

The Chief Estimator, the General Equipment Manager and myself established the equipment ownership and operation rates to be used in the estimates.

#### CONTRACT ADMINISTRATION

When we were the successful low bidder, our estimators would normally buy out the jobs, write the purchase orders for permanent materials and complete the subcontracts. I signed off on drafts of these documents and eventually signed the actual purchase order and/or subcontract. I took an active part in drafting the language we put on the purchase orders and in the subcontracts.

Our estimators also set up the cost controls for the job including the chart of accounts and control budget. I signed off on both of these project control items.

We generated monthly cost reports for each project. I worked with the Office Manager developing these reports.

In addition, on a monthly basis we reported job cost status for each project, which included the estimated cost to complete and the projected job profit. Review and analysis of these two documents was a priority.

I instituted a system of daily cost reporting and production reporting for each project. We also gathered final job production reports for use in future estimating.

I was also directly involved with our Monthly Progress Payment Estimates submitted to the owners on each project and closely monitored cash flow.

I took an active role in our relationship with owners and was a firm believer in the Partnering concept. We developed relationships with several private owners where we became their exclusive sole source contractor.

#### CONSTRUCTION OPERATIONS

I met with our management team to initially set up each project.

I visited each job site often and used an extensive check off list to monitor everything that was happening on the job. I particularly focused on methods, schedule, productions and productivity studies and safety. It was not unusual to be on the road three to four days per week.

I utilized these schedule techniques on projects and spent considerable time analyzing all three. They are as follows:

1. The project CPM. This schedule was updated monthly.
2. A three to four week look ahead schedule. This was a bar chart that could be easily understood by anyone.
3. A two week look ahead schedule that was manpower and equipment loaded. These were developed so our foremen could better schedule crews with back-up options.

During job visits I also studied equipment utilization, needs, applications and repairs.

I met and/or talk daily with the Operations Manager who handled and looked after the day-to-day nuts and bolts and interfaces between projects.

#### EQUIPMENT OPERATIONS

I was responsible for all equipment owned and/or leased by the Heavy-Highway Division. We had an extensive fleet of cats, scrapers, loaders, trucks, backhoes, drills rollers, etc.

The General Equipment Manager (who reported to me), the Chief Estimator and myself set the ownership and operation rates which were used both for bidding and for charging to the projects on an hourly basis. The goal was to keep the ownership and operation variances (the difference between actual costs and charge out rates) close to break even.

The General Equipment Manager and myself also worked together as follows:

- Equipment selection for projects
- Set up of vendors for projects
- Set up preventative maintenance and repair programs
- Monitoring equipment costs
- Compliance with all environmental regulations

In addition, we were responsible for running our main company shop which handled equipment repairs and servicing for all divisions.

Finally, I was directly involved in equipment purchases and leased equipment decisions.

## OTHER

Claims and Change orders: I have an extensive knowledge and experience involving claims and change orders. I continually monitored contract documents and the projects to ensure we were being treated fairly and equitably.

Environmental: I kept current with environmental rules and decisions.

I moved the Heavy-Highway Division into the environmental remediation market quite successfully.

I was a member of the National AGC Hazardous Waste Committee and am Haz Mat Trained. I set up a school in Salt Lake City to teach Haz Mat Training and am certified to teach Haz Mat Training and supervise Haz Mat Remediation work.

Union/Non-Union: The Heavy-Highway Division operated both union and union free, depending upon the state in which we were operating.

I have negotiated site specific union agreements favorable to us and have successfully resisted union organizing efforts in several states.

I was a trustee for the Carpenters/Cement Masons Pension and Health & Accident Trusts in Utah.

AGC: I attended the AGC 10-day Advanced Management Program in Dallas in 1993.

Financial Reports: We used JD Edwards as our accounting software.

I utilized the following financial and costs reports to monitor the HHD activities:

- Daily costs generated by each job
- Weekly cost summaries generated by each job
- Weekly payroll reports
- Monthly cost reports
- Monthly job status and job end forecast report
- Monthly equipment ownership and operating cost reports together with variances
- Quarterly financial statement
- Yearly financial statement
- Annual audited statement

## Financial Results/List of Projects:

A yearly accounting of the financial results for the Heavy-Highway Division and/or a list of projects completed during my tenure can be made available for review. These are confidential and, therefore, not available to copy.



## JOHN K. EGBERT

Vice President – Operations  
Nordic Industries  
June 1996 to September 2007

### OVERVIEW

I was Vice President – Operations for Nordic Industries, Inc. and reported directly to the President.

Nordic is a general engineering contractor specializing in civil site work, grading and earthmoving, levee construction, land fill construction, pipework, slurry walls and custom crushing. Nordic operates two rock quarries producing a variety of riprap and crushed rock products. In addition, Nordic performs emergency levee repairs during flood events and has several long-term contracts for such services.

Nordic is headquartered in Marysville, CA and operates in the western states.

### ESTIMATING CONTRACT ADMINISTRATION CONSTRUCTION OPERATIONS

My responsibilities in these three areas were similar to those detailed previously in the “Addendum to Resume” detailing my employment at Gibbons and Reed Company.

### EQUIPMENT OPERATIONS

Nordic's equipment is managed by its General Equipment Manager who is a part owner of Nordic and my involvement in equipment purchasing and shop operations was limited.

I was fully involved with:

- Equipment selection for projects
- Renting equipment
- Set up of Vendors for projects
- Monitoring equipment costs
- Equipment rates
- Environmental regulations

### OTHER

Claims and change orders: I handled all change orders and claims for Nordic

Union/Non-union: Nordic operates as an open shop contractor and I become involved with the Operating Engineers Union when dealing with apprentices.

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John K. Egbert  
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Financial Reports: Nordic uses Maxwell as its accounting software. I monitored all financial and cost reports as they related to the projects.

Safety/EEO: I was responsible for Safety on Nordic's projects and was the Company EEO officer.